

UNITED STATES DEPARTMENT OF AGRICULTURE
AGRICULTURAL ADJUSTMENT ADMINISTRATION
WESTERN DIVISION

Washington, D.C.

March 31, 1938

To STATE EXECUTIVE OFFICERS (*), AND MEMBERS OF
STATE AGRICULTURAL CONSERVATION COMMITTEES, WESTERN REGION:

Re: Organization of Western Division, Agricultural Adjustment
Administration, in States of the Western Region.

The Agricultural Adjustment Administration is headed by the Administrator. The Administrator is responsible to the Secretary of Agriculture for all activities of the Agricultural Adjustment Administration. For the purpose of administering the A.A.A. Farm Program, the Agricultural Adjustment Administration organization includes a regional division for each of five main agricultural regions of the continental United States, the Director of each being responsible to the Administrator. These five regions are designated as the Western, the North Central, the Southern, the East Central, and the Northeastern Regions. The Western Division includes the States of Arizona, California, Colorado, Idaho, Kansas, Montana, Nevada, New Mexico, North Dakota, Oregon, Utah, Washington, and Wyoming.

Each regional division includes the Washington, D. C., office, the State Agricultural Conservation office, and other field offices. The personnel of each Division includes not only the Washington, D.C., staff, but the State Executive Officer and employees of the State Agricultural Conservation Committee.

In each State the Director of the Western Division will be represented by the State Agricultural Conservation Committee and by the State Executive Officer. The functions and duties of each, and also those of the State field officers and county and community agricultural conservation committees, are outlined below:

State Agricultural Conservation Committee

The membership of the State Agricultural Conservation Committee in each State will consist of farmers or range livestock men, appointed

(*) Effective as of March 21, the State executive and administrative officer of the Western Division of the Agricultural Adjustment Administration in each of the States of the Western Region shall be designated as "State Executive Officer" instead of "Executive Secretary" as heretofore.



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by the Secretary of the United States Department of Agriculture and not exceeding four in number, and of the State Director of the Co-operative Agricultural Extension Service, who is designated, by law, as an ex-officio member by virtue of his official position in the Co-operative Extension Service. All of these members will have an equal voting power.

Functions and duties of the Committee. -- The State Committee will be responsible for the following program activities in the State:

(1). Program formulation:

- a. To prepare recommendations relating to new agricultural programs.
- b. To prepare and recommend revisions, additions, and adjustments in current agricultural programs.

(2). Program administration:

- a. To prepare such specifications as are called for under the provisions of current agricultural programs.
- b. To recommend areas within the State with respect to which particular provisions of the program are applicable.
- c. To make such allotments of acreage or production to counties as are called for by the provisions of agricultural programs.
- d. To review the county agricultural conservation committees' allocations of allotments of acreage and production to individual farms within county allotments or goals.
- e. To supervise election of officers in accordance with the provisions of the Articles of Association of the County Agricultural Conservation Association.
- f. To report to the Regional Director all cases of irregularity, incompetency, or inefficiency on the part of any officer or employee of any county agricultural conservation association.
- g. To advise with the State Executive Officer on questions of policy and other important matters relating to the program.
- h. To hear and pass on appeals.

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- (3). Policy Determination, within the general policy established by the Agricultural Adjustment Administration:
 - a. To establish State standards of program administration by county agricultural conservation committees.
 - b. To establish standards to be followed in preparing and approving county agricultural conservation association budgets.
- (4). Educational:
 - a. To hold in cooperation with the Agricultural Extension Service in the State, educational meetings with farmers and ranch operators and assist the Extension Service in giving the farmers and ranch operators of the State full and correct information concerning the program.
 - b. To discuss with groups of producers their special problems in relation to existing agricultural program provisions.
 - c. To conduct such referenda as may be required by the program or requested by the Secretary of Agriculture.
- (5). To perform such other duties as are specifically assigned to the State Committee under the provisions of the program or as requested by the Agricultural Adjustment Administration.

Meetings. -- The Chairman of the State Committee, who is to be designated as Chairman by the Secretary of Agriculture, shall call at least one regular meeting each month, and such other meetings as may be considered necessary by the Director of the Western Division or the State Executive Officer, in order to provide for the proper and expeditious handling of the work of the State Committee. The Chairman also shall arrange for meetings with the State Agricultural Conservation Technical Committee for the discussion of technical problems arising in connection with current and future programs, and shall arrange with the State Extension Director for the discussion of problems in connection with the educational phases of the program.

Qualifications. -- The duties of State Committee members require the appointment of energetic, active, and outstanding farmers or ranchers successfully engaged in farming or ranching within the State, and also that they be fully informed on the agricultural conservation and adjustment program, fully in sympathy with the objectives of the program, and able to conduct meetings and make convincing informal talks to farm groups in respect to the program. In the performance of all of their duties, members of the State Committee must keep in mind that they are employees of the United States Department of Agriculture and are expected to regard their duties in the interest of the program as a whole in their State and not as representing area, commodity, or other special interests.

State Executive Officer

The State Executive Officer will be directly responsible to the Director of the Western Division for the successful administration of all administrative phases of the work within the State. He will carry on his work in accordance with instructions issued by the Agricultural Adjustment Administration and with instructions issued by the State Agricultural Conservation Committee within its jurisdiction. He will be responsible for the performance of all duties not otherwise specifically delegated to other officers or agencies.

Functions and Duties. --

(1). To serve as the secretary of the State Agricultural Conservation Committee.

- a. The State Executive Officer will maintain a complete record of the minutes of each State Committee meeting, including the place and time of the meeting and the subjects discussed and actions taken, and will maintain such record on file in the State Agricultural Conservation office.

Any action taken which would establish, or might tend to have the effect of establishing, a policy, or which might affect the administration of the program, will be formally voted upon. A record will be made by the State Executive Officer of the exact language of the motion or proposition voted upon, and a detailed record will be kept of those members voting aye and of those voting nay and of the number of votes for and opposed to the motion or the proposition.

- b. To prepare and submit to each member of the State Committee, prior to any meeting, a detailed outline of the subject matter, together with basic information relating to each item to be taken up at the meeting.

- c. To prepare and submit to members of the State Committee frequent reports in regard to important developments relative to the program.
- (2). To be in charge of the State Agricultural Conservation Office and of all State office personnel.
 - a. To direct all work of the State office personnel, including district supervisors, auditors, commodity specialists, engineers, et al.
 - b. To forward to the Director of the Western Division recommendations for the appointment or removal of State office personnel. The State Committee will advise with the State Executive Officer concerning proposed recommendations for the appointment and removal of district supervisors, commodity specialists, and other technical employees of the State Office. All other personnel will be selected, by the Director of the Western Division, following examinations which show applicants' qualifications.
 - c. To receive and reply to correspondence pertaining to the program in the State, and to receive and distribute materials, including administrative bulletins and instructions.
- (3). To be recipient of the State Advices of Allotment and Authority issued by the Director of the Western Division.
 - a. To certify expenditures within the State Allotments of all State Agricultural Conservation funds disbursed by the Regional Disbursing Office.
 - b. To be responsible and account for all funds allotted under the Advices of Allotment issued to him.
- (4). To direct travel under Letters of Authorization for Travel issued by the Director of the Western Division and to administratively approve travel vouchers.
- (5). To maintain contact with the county agricultural conservation associations, for the purpose of supervising county administration, including setting up methods for the proper accounting for funds, economical expenditure of monies in the county agricultural conservation association offices, organization and management of county offices, etc.

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- (6). To be responsible for routine duties incidental to the program.
- (7). To perform such other duties relating to the program as the Director of the Western Division may direct.

Qualifications. -- The duties of the State Executive Officer require the appointment for this position of a person having executive ability and who has had administrative and agricultural experience, and who has a knowledge of business methods and who has had training and experience in fiscal procedures.

The State Executive Officer should have such personality as will inspire confidence on the part of the individuals and groups with whom and with which the State Office will be expected to maintain satisfactory cooperative relationships.

District Supervisors

District Supervisors, assigned by the State Executive Officer, upon the advice of the State Committee, to serve in specific administrative districts, will be appointed by the Secretary of Agriculture. Depending on the need in the State, appointments may vary from a full-time to a part-time basis.

Functions and Duties. -- The District Supervisor will be directly responsible to the State Executive Officer for the successful completion of all phases of the program within the district to which he is assigned. He will be responsible for the efficiency of the administration of the program in his district. He will be assisted by a field auditor, who will be directly responsible to him. He will supervise and advise with the county association secretaries and the county committees of the county agricultural conservation associations in the administration of the program. He will take an active part in county and community meetings and will assist county agricultural conservation committees in the performance of such policy-forming activities as are assigned to them. Full-time District Supervisors will be expected to spend the necessary amount of their time in the State Office performing duties related to their field assignments.

Qualifications. -- District Supervisors should be men of experience and ability upon whom the State Executive Officer may rely for good administration of the program in their respective districts.

Men appointed as District Supervisors should be familiar with the handling of agricultural conservation program records and the analysis of figures; they should have a grasp of the agronomic, marketing, and farm-management problems of their respective districts; and they should have the ability to address farm groups on the agricultural conservation

program. Other considerations being equal, preference will be given to men who have had successful experience on County Agricultural Conservation Committees who have also a record of successful farm or ranch operation. County Committeemen of County Agricultural Conservation Associations may be employed on a part-time basis to serve as District Supervisors.

Field Auditors

A Field Auditor may be employed, on either a full-time or a part-time basis, for each administrative district.

Functions and Duties. -- The Field Auditor will work under the direction of the District Supervisor and will be responsible to him. He will assist and supervise the county agricultural conservation committees in the procedural phases of the program. This will include the proper entering of line and item data and signatures of cooperators and applicants for grants on the forms to be filled out; supervision and preparation of work sheets, listing sheets, county agricultural conservation association expense claims, and summarization of data on listing sheets, establishment of an adequate filing and reference system, map preparation, compilation of performance data, preparation and checking of applications in the county against basic data before transmittal to the State Office for final audit, and similar details in regard to which the County Committee needs assistance from the State Office. An important function of the Field Auditor will be the periodic examination of the fiscal and business records of the county agricultural conservation associations. Field Auditors will be expected to work the necessary amount of their time in the State Office in connection with their field work.

Qualifications. -- Field Auditors should be men who have had agricultural, statistical, and audit training, who should be capable of explaining to other people the detailed instructions which they will receive from the State Office with respect to the procedural phases of the program.

Commodity Specialists

In States where crops treated individually under the program provisions are commercially important, and where it is necessary in the interest of satisfactory administration of the program with respect to such crops, specialists will be appointed by the Secretary of Agriculture to work, under the direction of the State Executive Officer on problems incident to and arising in connection with such individual crops.

In many cases the duties outlined below can be performed by the District Supervisors. Where commodity specialists are employed, overlapping of the specialist's activities and those of the District Supervisors can be avoided by proper planning of the field work in the State Office.

Functions and Duties.-- Commodity Specialists will be expected --

- (1). To assist in the educational work pertaining to individual commodity phases of the program among producer groups and producer associations, contact the members of the county agricultural conservation committees, local committeemen, and producers in such areas where the individual commodity or commodities is or are commercially important.
- (2). To explain the operation of the commodity phases of the program and the performance requirements.
- (3). To act in an advisory capacity in regard to special commodity problems, formulation of policy and program, and administration of the program with respect to the individual commodity.

Qualifications. -- In addition to the personal qualifications described for District Supervisors, the Commodity Specialist should have advanced technical training with respect to the particular commodity which will be his principal concern, and he should be well-informed on the economic and all the procedural phases of the commodity program.

State Technical Committee

In each State there will be a State Technical Committee, consisting of such specialists as economists, agronomists, horticulturists, and range-management and other experts of the staffs of the State Agricultural Experiment Station, the State Extension Service, and other technical agencies. Persons who are to serve on the State Technical Committee will be designated upon recommendations of the Director of the State Experiment Station and the State Director of the Cooperative Extension Service.

The function of the State Technical Committee will be to act in an advisory capacity to the State Agricultural Conservation Committee on technical matters pertaining to the program. At times and places convenient to its members and to the State Agricultural Conservation Committee, it should meet with the latter at least once every three months to consider technical problems arising in connection with the agricultural conservation and adjustment program. Under this general function it will recommend to the State Committee:

- (1). The classification of crops and uses of land in the State.
- (2). Practices which will tend to control or prevent soil erosion by wind or water.
- (3). Practices which will tend to maintain and improve soil fertility.

- (4). Specifications for practices which will be in accordance with the purposes and intent of the program.
- (5). Areas within which certain practices may be applicable.

The members of the Technical Committee will serve without remuneration for the services rendered as members of the Committee. In order to coordinate the approach in the thinking of the State Technical Committees throughout the region, the Western Division may arrange occasional regional meetings of the State Technical Committees.

Administration of the Agricultural
Conservation and Adjustment Programs
in the Counties

Responsibility for the local and county administration of the conservation and adjustment programs rests with the County Committee. Committees elected prior to February 1, 1938, to serve in 1938 will continue as the county committee under the 1938 Agricultural Conservation Program as revised by the Agricultural Adjustment Act of 1938. In counties where the 1938 committees had not been elected prior to February 1, 1938, committees will be elected pursuant to the revised articles of associations to be issued at an early date. The County Agricultural Extension Agent will be a member ex-officio of the county committee, unless he is selected by the county committee as its secretary, but in no case will he be a voting member of the Committee.

The responsibilities and duties of the County Committee are covered in the regulations issued by the Secretary of Agriculture.

As in the case of the administration of any Federal law involving the disbursement of Federal funds, the local administration of the program is subject to Federal regulation. County agricultural conservation committees and officers are, therefore, subject to the supervision of the State Office of the Agricultural Adjustment Administration.

County Agricultural Conservation Committee

The County Agricultural Conservation Committee will be immediately responsible for all administrative phases of the program in the county. The County Committee will work under the general direction of the State Executive Officer, and under the immediate direction of the district supervisor. The County Committee will supervise program administration in the county, assist in developing discussion of the program and an understanding of the program by producers in the county, and determine such policy matters as fall within its jurisdiction.

Clerical workers employed by the County Committee for performing clerical work and for handling procedural detail, will work under the direction of the County Committee and under the immediate supervision and guidance of the Secretary of the County Committee.

Qualifications. -- The Western Division has emphasized to farmers and ranch operators the importance of electing committeemen who have displayed qualities of leadership and the willingness to make some personal sacrifice of time and effort in the interest of satisfactory administration of the program in the county.

Secretary of the County
Agricultural Conservation Association

The Secretary of the county agricultural conservation association shall perform the following duties:

- (1). Keep all records of the association.
- (2). Maintain files of all forms and documents pertaining to the program in the county.
- (3). Certify to the State Office and the Director of the Western Division the results of all elections held in communities and in the county.
- (4). Supervise, under the direction of the county committee, the listing of all data to be transmitted to the State Office.
- (5). Direct all personnel in the county office; recommend appointments of farm supervisors to the State Office; and recommend to the County Committee the removal of personnel for unsatisfactory performance of, or failure in the performance of, official duties.
- (6). Certify, together with the president of the association, all expenditures of association funds.
- (7). Perform such other duties in connection with the administration of the program as may be assigned by the county committee or the Director of the Western Division.

Community Agricultural Conservation Committee

The community agricultural conservation committee will be elected at a meeting of producers in accordance with the Articles of Association of the County Agricultural Conservation Association. Community Committees elected prior to February 1, 1938, to serve in 1938, will continue as the community committee under the 1938 Agricultural Conservation Program as revised by the Agricultural Adjustment Act of 1938. In communities where the 1938 committee had not been elected prior to February 1, 1938, committees will be elected pursuant to the revised Articles of Association to be issued at an early date.

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The chairman and other members of the community committee will be expected to be familiar with the program provisions, to advise county committeemen on program provisions which need clarification or special emphasis in the community, and to advise producers in the community on the provisions of the program.

Under the direction of the County Committee, members of the community committee also will perform the following administrative duties:

- (1). Make recommendations for individual farms in the community, to the County Committee, with respect to --
 - a. Productivity indexes or per-acre rates.
 - b. Normal yields.
 - c. Individual-farm acreage allotments and goals.
- (2). Assist County Committeemen in --
 - a. Arranging suitable dates for community election meetings and community educational meetings.
 - b. Obtaining supplementary information in regard to utilization of acreage as reported by farm supervisors.
 - c. Making special reports on performance when requested by the county committee.

The members of the community committee also will assist the County Committee and the county agent in holding community educational meetings. This will include --

- (1). Taking part in community discussions and gatherings.
- (2). Taking part in explaining the general objectives of the program and program provisions to producers, at meetings and otherwise.

George E. Farrell

GEORGE E. FARRELL,
Director, Western Division.

